Case Map for
Robbins & Judge: Organizational Behavior
(Prentice Hall)

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INTRODUCTION	
Chapter 1: What Is Organizational Behavior?	**Abstract**
GE's Two-Decade Transformation: Jack Welch's Leadership: Christopher A. Bartlett Product #: 399150 Length: 24p Teaching Note: 300019	GE is faced with Welch's impending retirement and the question on many minds is whether anyone can sustain the blistering pace of change and growth characteristic of the Welch era. After briefly describing GE's heritage and Welch's transformation of the company's business portfolio of the 1980s, the case chronicles Welch's revitalization initiatives through the late 1980s and 1990s. It focuses on six of Welch's major change programs: The "Software" Initiatives, Globalization, Redefining Leadership, Stretch Objectives, Service Business Development, and Six Sigma Quality. **Learning Objective:** Can be used to develop multiple lessons, including corporate strategy development, transformational change, management and leadership, and corporate renewal.
Southwest Airlines: Using Human Resources for Competitive Advantage (A): Charles A. O'Reilly, Jeffrey Pfeffer Product #: HR1A Length: 27p Teaching Note: HR1T B case#: HR1B	In 1994 both United Airlines and Continental Airlines launched low-cost airlines-within-an-airline to compete with Southwest Airlines. From 1991 until 1993 Southwest had increased its market share of the critical West Coast market from 26% to 45%. This case considers how Southwest had developed a sustainable competitive advantage and emphasizes the role of human resources as a lever for the successful implementation of strategy. Asks whether competitors can successfully imitate the Southwest approach. **Subjects Covered:** Competitive advantage; Corporate strategy; Human resource management; Implementing strategy; Organizational behavior
Motorola Corporation: The View from the CEO Office: Janis L. Gogan, Shoshana Zuboff, Gloria Schuck Product #: 494140 Length: 15p	Motorola, a leader in semiconductors and telecommunications, embarked on an ambitious program of renewal beginning in the early 1980s, leading to dramatic improvements in the company's quality, cycle time, and growth. Much of this progress was attributed to a major investment in workers' skills and in mechanisms that encouraged teams of employees to work on continuous improvement projects. In 1994 top management considered whether to promote a corporate-wide empowerment initiative that would encourage an unprecedented downward delegation of responsibilities. With very ambitious global growth goals, Motorola aspired to be "the finest corporation in the world," with an organization that was both more flexible and

	participative and dedicated to continuous improvement. The case focuses on the role of the CEO office in promoting corporate initiatives while preserving the $17 billion corporation's decentralized structure. **Subjects Covered:** Continuous improvement; Leadership; Organizational change; Participative management; Teams; Technological change; Total quality
Who Has the D? How Clear Decision Roles Enhance Organizational Performance: Paul Rogers, Marcia Blenko Product #: R0601D Length: 10p	Decisions are the coin of the realm in business. But even in highly respected companies, decisions can get stuck inside the organization like loose change. As a result, the entire decision-making process can stall, usually at one of four bottlenecks: global vs. local, center vs. business unit, function vs. function, and inside vs. outside partners. Decision-making bottlenecks can occur whenever there is ambiguity or tension over who gets to decide what. Bain consultants Paul Rogers and Marcia Blenko use an approach called RAPID (recommend, agree, perform, input, and decide) to help companies unclog their decision-making bottlenecks by explicitly defining roles and responsibilities. For example, British American Tobacco struck a new balance between global and local decision making to take advantage of the company's scale while maintaining its agility in local markets. **Learning Objective:** To discover a methodology for clarifying who plays what role during a key business decision--such as who recommends a course of action, who must agree to the idea, who implements the decision, who provides input, and who brings the decision to closure.
What Effective General Managers Really Do: John P. Kotter Product #: 99208 Length: 10p	A gap has existed between the conventional wisdom about how managers work and the actual behavior of effective managers. In this HBR Classic, John Kotter explains that managers who limit their interactions to orderly, focused meetings actually shut themselves off from vital information and relationships. General managers face two fundamental challenges: figuring out what to do despite an enormous amount of potentially relevant information, and getting things done through a large and diverse set of people despite having little direct control over most of them. To tackle these challenges, effective general managers develop flexible agendas and broad networks of relationships. Kotter has added a retrospective commentary highlighting the article's relevance to current concepts of leadership. **Learning Objective:** To appreciate how flexible agendas and broad networks of relationships can help general managers set direction and build consensus for change.
The Individual	
Chapter 2: Diversity in Organizations	**Abstract**
Chapter 3: Attitudes and Job Satisfaction	**Abstract**
Jet Blue Airways: Starting from Scratch: Jody Hoffer Gittell, Charles A. O'Reilly Product #: 801354	JetBlue Airways shows how an entrepreneurial venture can use human resource management, specifically a values-centered approach to managing people, as a source of competitive advantage. The major challenge faced by Ann Rhoades is to grow this people-

Length: 20p Teaching Note: 801386	centered organization at a rapid rate, while retaining high standards for employee selection and a small company culture. **Learning Objective:** To consider the role of human resource management, leadership, and values in a start-up venture, and to address the tension between a strong organizational culture and rapid growth.
The SAS Institute: A Different Approach to Incentives and People-Management Practices in the Software Industry: Jeffrey Pfeffer Product #: HR6 Length: 17p	The SAS Institute is a large, growing software company headquartered in the Research Triangle in North Carolina. Founded more than 25 years ago, it has evolved a unique approach, given its industry, to developing and retaining talent including using no stock options or phantom stock and not paying its salespeople on commission. The CEO and Vice President of Human Resources must decide how well their current management practices will continue to serve them as the company gains greater visibility and faces an increasingly competitive labor market. **Subjects Covered:** Applications; Compensation; Human resource management; Incentives; Management philosophy; Organizational behavior; Organizational culture
How to Play to Your Strengths: Laura Morgan Roberts, Gretchen Spreitzer, Jane Dutton, Robert Quinn, Emily Heaphy, Brianna Barker Product #: R0501G Length: 6p	Traditional, corrective feedback has its place, of course; every organization must filter out failing employees and ensure that everyone performs at an expected level of competence. But too much emphasis on problem areas prevents companies from reaping the best from their people. This article presents a tool to help you understand and leverage your strengths. Called the Reflected Best Self (RBS) exercise, it offers a unique feedback experience that counterbalances negative input. It allows you to tap into talents you may or may not be aware of and, so, increase your career potential. To begin the RBS exercise, you first need to solicit comments from family, friends, colleagues, and teachers, asking them to give specific examples of times in which those strengths were particularly beneficial. Next, you need to search for common themes in the feedback, organizing them in a table to develop a clear picture of your strong suits. **Subjects Covered:** Career planning; Employee development; Improving performance; Job satisfaction; Organizational behavior; Performance appraisals; Personal strategy & style; Psychology; Self-assessment
The Set-Up-to-Fail Syndrome: Jean-Francois Manzoni, Jean-Louis Barsoux Product #: 98209 Length: 13p	Why do some employees perform poorly? Most managers would contend that poor performance is the employee's fault. The authors' research with hundreds of executives strongly suggests that it is bosses themselves--albeit accidentally and with the best intentions--who are often responsible for an employee's sub-par achievement. They call this dynamic "The Set-Up-to-Fail Syndrome," and in this provocative look at what makes--and sustains--dysfunctional work relationships, the authors conclude with a detailed description of how to break out of the negative spiral that can drain both individuals and organizations of valuable productive energy. **Learning Objective:** To understand how a manager's mistrust of an employee's abilities can erode the person's performance, and to learn how to prevent this dynamic from arising and to reverse it if it does arise.

Chapter 4: Emotions and Moods	Abstract
What Makes a Leader?: Daniel Goleman Product #: R0401H Length: 10p	Psychologist and author Daniel Goleman first brought the term "emotional intelligence" to a wide audience with his 1995 book of the same name, and Goleman first applied the concept to business with this 1998 classic HBR article. In his research at nearly 200 large, global companies, Goleman found that truly effective leaders are distinguished by a high degree of emotional intelligence. The chief components of emotional intelligence--self-awareness, self-regulation, motivation, empathy, and social skill--can sound unbusinesslike, but Goleman, cochair of the Consortium for Research on Emotional Intelligence in Organizations, based at Rutgers University, found direct ties between emotional intelligence and measurable business results. **Learning Objective:** To understand how the five components of emotional intelligence enhance a leader's ability to generate measurable business results.
Primal Leadership: The Hidden Driver of Great Performance : Daniel Goleman, Richard Boyatzis, Annie McKee Product #: R0111C Length: 10p	Drawing on two years of research, the authors contend that the leader's mood and his or her attendant behaviors have enormous effects on bottom-line performance. In other words, before leaders can turn to setting strategy, fixing budgets, or hiring staff, they must first attend to the impact of their moods and behaviors. To help them do that, the authors introduce a five-step process of self-reflection and planning. Working through this process will help leaders determine how their emotional leadership is driving the moods and actions of their organizations and how to adjust their behavior accordingly. **Learning Objective:** To appreciate how a leader's mood strongly influences an organization and to learn how leaders can manage their mood to improve company performance.
Chapter 5: Personality and Values	**Abstract**
Ben & Jerry's Homemade Ice Cream, Inc.: Keeping the Mission(s) Alive: John Theroux Product #: 392025 Length: 22p Teaching Note: 395238	Ben & Jerry's is an anti-establishment, values-driven company that has become a successful venture. The dominant founder, Ben Cohen, is not an effective manager, but he brings creative marketing and product skills that have been important to the company's success. He also is controlling shareholder and the force behind the company's socially-minded culture. One of the many policies that have reflected Ben's values but which has created difficulty in managing the organization is the 5 to 1 compensation differential between the top and the bottom of the organization. Up to mid 1990, the company was operating in an explosive growth business with relatively weak competitors; this has changed by the time of the case in September 1990. The case opens as Chuck Lacy is taking over as president. He needs to decide what to do about the 5 to 1 rule and the related issues of Ben's role, and the value of the company's counterculture style. Students must consider the difficulty and importance of the general manager's responsibility in reconciling company values with commercial imperatives and to consider the effect of compensation policy on morale and organizational effectiveness. **Subjects Covered:** Compensation; Entrepreneurial management;

	Management philosophy; Morale; Organizational culture; Organizational development; Social responsibility
Narcissistic Leaders: The Incredible Pros, the Inevitable Cons: Michael Maccoby Product #: R0401J Length: 9p	Love of the limelight often stems from what Freud called a narcissistic personality, says psychoanalyst and anthropologist Michael Maccoby in this HBR classic, first published in the January-February 2000 issue. Narcissists are good for companies in extraordinary times--those that need people with the passion and daring to take them in new directions. But narcissists can also lead companies into disaster by refusing to listen to the advice and warnings of their managers. Narcissists who want to overcome the limits of their personalities must work as hard at that as they do at business success. One solution is to find a trusted sidekick who can point out the operational requirements of the narcissistic leader's often overly grandiose vision and keep him or her rooted in reality. **Learning Objective:** To understand the advantages and risks that narcissistic leaders--characterized especially by large egos--bring to themselves and their organizations, and to see how they can mitigate narcissism's risks
Make Your Values Mean Something: Patrick M. Lencioni Product #: R0207J Length: 5p	Take a look at this list of corporate values: Communication. Respect. Integrity. Excellence. They sound pretty good, don't they? Maybe they even resemble your own company's values. If so, you should be nervous. These are the corporate values of Enron, as claimed in its 2000 annual report. Indeed, most values statements, says the author, are bland, toothless, or just plain dishonest. Empty values statements create cynical and dispirited employees and undermine managerial credibility. But coming up with strong values--and sticking to them--isn't easy. **Subjects Covered:** Downsizing; Organizational behavior; Organizational development; Organizational learning; Organizational problems; Recruitment; Values
Chapter 6: Perception and Individual Decision Making	**Abstract**
Saturn Corporation's Module II Decision: Anita McGahan, Greg Keller Product #: 795011 Length: 18p Teaching Note: 799021	In the Spring of 1994, Saturn Corp. was setting sales records by attracting more than 25,000 buyers per month. Saturn officials believed there was a long-term opportunity to sell 400,000 to 500,000 cars per year in the United States and selected international markets. Saturn managers had been reviewing options for a second assembly plant (known as "Module II") with General Motors (GM) since the beginning of the year. One possibility was to expand capacity at Saturn's existing production facility in Spring Hill, Tennessee. A second set of options involved refitting one of several plants that had been mothballed or was scheduled to close shortly. **Learning Objective:** Access tradeoffs of strategic investment options.
Decision-Making at the Top: The All-Star Sports Catalog Division: David A. Garvin, Michael A. Roberto Product #: 398061 Length: 21p Teaching Note: 398103	Describes a senior management team's strategic decision making process. The division president faces three options for redesigning the process to address several key concerns. The president has extensive quantitative and qualitative data about the process to guide him as he and the senior team attempt to make improvements. **Learning Objective:** To teach students about how general managers can design and shape decision-making processes, and how these

	processes affect the quality of the choice and the implementation.
Dave Armstrong (A): George Wu Product #: 396300 Length: 3p Teaching Note: 396364 B case#: 396301	A second-year Harvard MBA student considers the pros and cons of three job offers. He identifies several concerns and evaluates each job in terms of how well they meet these concerns. He assesses probabilities for whether the jobs will be successful for him. **Learning Objective:** Introduction to a course on decision making and preference analysis. Since the case contains no numbers, the emphasis is on structuring the decision problem, not analysis.
How (Un)ethical Are You?: Mahzarin R. Banaji, Max H. Bazerman, Dolly Chugh Product #: R0312D Length: 8p	More than two decades of psychological research indicates that most of us harbor unconscious biases that are often at odds with our consciously held beliefs. The flawed judgments arising from these biases are ethically problematic and undermine managers' fundamental work--to recruit and retain superior talent, boost individual and team performance, and collaborate effectively with partners. This article explores four related sources of unintentional unethical decision making: implicit bias--judging according to unconscious stereotypes rather than merit; in-group bias--favoring people in their own circles; a tendency to overclaim credit; and conflicts of interest. **Learning Objective:** To understand and counteract the unconscious biases that can derail managers' decisions and undermine the quality of their work.
Delusions of Success: How Optimism Undermines Executives' Decisions: Dan Lovallo, Daniel Kahneman Product #: R0307D Length: 8p	The evidence is disturbingly clear: Most major business initiatives--mergers and acquisitions, capital investments, market entries--fail to pay off. The authors show that a combination of cognitive biases (including anchoring and competitor neglect) and organizational pressures lead managers to make overly optimistic forecasts in analyzing proposals for major investments. By exaggerating the likely benefits of a project and ignoring the potential pitfalls, they lead their organizations into initiatives that are doomed to fall well short of expectations. The biases and pressures cannot be escaped, the authors argue, but they can be tempered by applying a very different method of forecasting--one that takes a much more objective "outside view" of an initiative's likely outcome. **Learning Objective:** To learn how managers can counteract cognitive biases and organizational pressures that can distort the strategic decision-making process.
Chapter 7: Motivation Concepts	**Abstract**
JetBlue Airways: Starting from Scratch: Jody Hoffer Gittell, Charles A. O'Reilly Product #: 801354 Length: 20p Teaching Note: 801386	JetBlue Airways shows how an entrepreneurial venture can use human resource management, specifically a values-centered approach to managing people, as a source of competitive advantage. The major challenge faced by Ann Rhoades is to grow this people-centered organization at a rapid rate, while retaining high standards for employee selection and a small company culture. **Learning Objective:** To consider the role of human resource management, leadership, and values in a start-up venture, and to address the tension between a strong organizational culture and rapid growth.
Sealed Air Corporation: Globalization and Corporate	Sealed Air Corp.'s CEO and COO are considering what approach they should take to building a seamless corporate culture worldwide.

Culture (A): Lynn Sharp Paine, Karen H. Wruck Product #: 398096 Length: 18p B case#: 398097	Anticipating continuing growth and expansion, especially outside the United States, they are concerned with preserving and promoting the culture that has been one of the company's key assets. However, their experiences in integrating acquired companies, especially outside the United States, have heightened their awareness of differences among the regional cultures of the world and the challenges they face in maintaining a unified corporate culture. **Learning Objective:** To illustrate the challenges of building a single corporate culture in a global enterprise and to explore the tensions between U.S. culture and cultures of Europe and Asia.
Mary Kay Cosmetics, Inc.: Sales Force Incentives (A): Robert L. Simons, Hilary A. Weston Product #: 190103 Length: 16p Teaching Note: 191198 B case#: 190122	Describes the incentive system by which Mary Kay Cosmetics motivates the sales force of 200,000 independent agents who comprise the firm's only distribution channel. Illustrates the powerful effect on sales-force behavior that results when creative types of employee recognition are combined with financial incentives. Focuses on the challenges that managers face when they try to reduce program costs by modifying the VIP automobile program that awards the use of pink Cadillacs and other cars to successful sales agents. A detailed description of the parameters and formulas that drive the recognition and reward programs is provided. **Subjects Covered:** Control systems; Goal setting; Incentives; Motivation; Sales; Sales compensation
Managing for Creativity: Richard Florida, James Goodnight Product #: R0507L Length: 7p	How do you accommodate the complex and chaotic nature of the creative process while increasing efficiency, improving quality, and raising productivity? Most businesses haven't figured this out. A notable exception is SAS Institute, the world's largest privately held software company. SAS has learned how to harness the creative energies of all its stakeholders, including its customers, software developers, managers, and support staff. Its framework for managing creativity rests on three guiding principles. By nurturing relationships among developers, salespeople, and customers, SAS is investing in its future creative capital. **Learning Objective:** To discover a three-pronged strategy for maximizing the creativity of managers and employees throughout an organization.
One More Time: How Do You Motivate Employees?: Frederick Herzberg Product #: R0301F Length: 9p	It's a manager's perennial question: "How do I get an employee to do what I want?" The psychology of motivation is very complex, but the surest way of getting someone to do something is to deliver a kick in the pants--put bluntly, the KITA. Companies usually resort to positive KITAs, ranging from fringe benefits to employee counseling. Frederick Herzberg, whose work influenced a generation of scholars and managers, likens motivation to an internal generator. An employee with an internal generator, he argues, needs no KITA. Achievement, recognition for achievement, the work itself, responsibility, and growth or advancement motivate people. The author cites research showing that those intrinsic factors are distinct from extrinsic, or KITA, elements that lead to job dissatisfaction. **Learning Objective:** To appreciate the importance of providing interesting, challenging work and growth opportunities to motivate employees.

Chapter 8: Motivation: From Concepts to Applications	Abstract
JetBlue Airways: Starting from Scratch: Jody Hoffer Gittell, Charles A. O'Reilly Product #: 801354 Length: 20p Teaching Note: 801386	See Chapter 6 for abstract.
Sealed Air Corporation: Globalization and Corporate Culture (A): Lynn Sharp Paine, Karen H. Wruck Product #: 398096 Length: 18p B case#: 398097	See Chapter 6 for abstract.
The Best-Laid Incentive Plans (HBR Case Study): Steven Kerr Product #: R0301X Length: 4p	Hiram Phillips couldn't have been in better spirits. The CFO and chief administrative officer of Rainbarrel Products, a diversified consumer-durables manufacturer, Phillips felt he'd single-handedly turned the company's performance around. He'd been at Rainbarrel only a year, but the company's numbers had, according to his measures, already improved by leaps and bounds.. The corporate executive council was meeting, and even CEO Keith Randall was applauding the CFO's work. Everything looked positively rosy--until some questionable information began to trickle in from other meeting participants. It came to light, for instance, that R&D had developed a breakthrough product that was not being brought to market as quickly as it should have been--thanks to Hiram's inflexible budgeting process. An employee survey showed that workers were demoralized. And customers were complaining about Rainbarrel's service. The general message? The new performance metrics and incentives had indeed been affecting overall performance--but not for the better. Should Rainbarrel revisit its approach to performance management? Three commentators weigh in. **Subjects Covered:** Compensation; Employee attitude; Employee problems; Human resource management; Performance appraisals; Performance measurement
Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success: Sylvia Ann Hewlett, Carolyn Buck Luce Product #: R0503B Length: 10p	Most professional women step off the career fast track at some point. With children to raise, elderly parents to care for, and other pulls on their time, these women are confronted with one off-ramp after another. The on-ramps for professional women to get back on track are few and far between, the authors confirm. Their new survey research reveals for the first time the extent of the problem--what percentage of highly qualified women leave work and for how long, what obstacles they face coming back, and what price they pay for their time-outs. And what are the implications for corporate America? One thing at least seems clear: As market and economic factors align in ways guaranteed to make talent constraints and skill shortages huge issues again, employers must learn to reverse this brain drain. **Learning Objective:** To learn how a company can persuade talented women to return to the workforce after interrupting their careers to handle family responsibilities.

Six Dangerous Myths About Pay: Jeffrey Pfeffer Product #: 98309 Length: 12p	In this article, Jeffrey Pfeffer (Thomas D. Dee Professor of Organizational Behavior at Stanford Business School) identifies widely accepted "fictions" about pay, disproves them with evidence, and then offers advice on how managers should pay their employees, and why. Indeed, much of the conventional wisdom and public discussion about pay today is misleading, incorrect, or both. The result is that business people are adopting wrongheaded notions about how to pay people and why. Those that do, he warns, are probably doomed to endless tinkering with pay that at the end of the day will accomplish little but cost a lot. **Learning Objective:** To see how using compensation incorrectly can erode employee productivity, increase company costs, and dull a firm's competitive edge.

THE GROUP	
Chapter 9: Foundations of Group Behavior	**Abstract**
The Overhead Reduction Task Force: John J. Gabarro, Ruth Wageman, J. Richard Hackman Product #: 400026 Length: 7p Teaching Note: 400027 Video#: 400502	A middle manager is about to meet with his boss to discuss her request that he head up a task force to determine how overhead can be reduced by 20%. He must decide what to address in that meeting and how the task force should be launched and led. The focus is on team leadership at four stages in a team's life cycle: 1) preparation, 2) initial meeting, 3) mid-course consultation, and 4) post-performance debriefing. **Learning Objective:** To learn about the effective leadership of work groups and teams. A rewritten version of an earlier case.
Slade Plating Department: Linda A. Hill Product #: 496018 Length: 11p	Describes a conflict between the values and norms of a segment of an internal social system and those of management and the wider culture. Includes decision opportunity. A rewritten version of an earlier case. **Subjects Covered:** Compensation; Conflict; Group dynamics; Human resource management; Labor relations; Organizational culture; Teams
Buck & Pulleyn's Team Management: Louis B. Barnes Product #: 497007 Length: 9p	In 1993, the firm began to move from a traditional hierarchical structure to client-focused teams. The case describes the process and some consequences of this restructuring. Performance seems to be improving, but some employees preferred the structure certainty and client variety of the old days. How does management deal with these issues? **Learning Objective:** Team management has become very popular, but transitions from traditional structures to teams are not easy. The discussion will center on how to deal with these issues.
Collaboration Rules: Philip Evans, Bob Wolf Product #: R0507H Length: 8p	The authors have found surprising parallels between the anarchistic, caffeinated, hirsute world of Linux hackers and the disciplined, tea-sipping, clean-cut world of Toyota engineering. Specifically, Toyota and Linux operate by rules that blend the self-organizing advantages of markets with the low transaction costs of hierarchies. In place of markets' cash and contracts and hierarchies' authority are rules about how individuals and groups work together (with rigorous discipline); how they communicate (widely and with granularity); and how leaders guide them toward a common goal (by example). Those rules, augmented by simple communication technologies and a lack of legal barriers to sharing information, create rich common knowledge, the

	ability to organize teams modularly, extraordinary motivation, and high levels of trust, which radically lowers transaction costs. Low transaction costs, in turn, make it profitable for organizations to perform more and smaller transactions--and so increase the pace and flexibility typical of high-performance organizations. **Subjects Covered:** Collaboration; Constructive conflict; Information sharing; Intellectual capital; Modularity; Motivation; Networks; Open source software; Organizational behavior; Reputations; Software development; Trust
What You Don't Know About Making Decisions: David A. Garvin, Michael A. Roberto Product #: R0108G Length: 8p	Most executives think of decision making as a singular event that occurs at a particular point in time. In reality, though, decision making is a process fraught with power plays, politics, personal nuances, and institutional history. Most often, participants use an advocacy process, possibly the least productive way to get things done. They view decision making as a contest, arguing passionately for their preferred solutions, presenting information selectively, withholding relevant conflicting data so they can make a convincing case, and standing firm against opposition. Much more powerful is an inquiry process, in which people consider a variety of options and work together to discover the best solution. The authors discuss in detail strategies for moving from an advocacy to an inquiry process, as well as for fostering productive conflict, true consideration, and timely closure. **Learning Objective:** To see how constructive conflict, openness to others' ideas, and closure can help decision-makers identify better solutions, stimulate creative thinking, and make higher-quality decisions.
Chapter 10: Understanding Work Teams	**Abstract**
The Overhead Reduction Task Force: John J. Gabarro, Ruth Wageman, J. Richard Hackman Product #: 400026 Length: 7p Teaching Note: 400027 Video#: 400502	See Chapter 9 for abstract.
Slade Plating Department: Linda A. Hill Product #: 496018 Length: 11p	See Chapter 9 for abstract.
The Team That Wasn't (HBR Case Study): Suzy Wetlaufer Product #: 94612X Length: 11p	Eric Holt had one responsibility as FireArt's director of strategy: to put together a team of people from each division and create and implement a comprehensive plan for the company's strategic realignment within six months. Unfortunately, the team got off on the wrong foot from its first meeting. Randy Louderback, FireArt's charismatic and extremely talented director of sales and marketing, seemed intent on sabotaging the group's efforts. Anxiously awaiting the start of the team's fourth meeting, Eric was determined to address Randy's behavior openly in the group. But before he could, Randy provoked a confrontation, and the meeting ended abruptly. What should Eric do now? Is Randy the team's only problem?

	Commentators weigh in. **Subjects Covered:** Conflict; Cross functional management; Group dynamics; Interpersonal skills; Teams
Can Absence Make a Team Grow Stronger?: Ann Majchrzak, Arvind Malhotra, Jeffrey Stamps, Jessica Lipnack Product #: R0405J Length: 8p	Some projects have such diverse requirements that they need a variety of specialists to work on them. But often the best-qualified specialists are scattered around the globe, perhaps at several companies. The scores of successful virtual teams the authors examined didn't have many of the psychological and practical obstacles that plagued their more traditional, face-to-face counterparts. Team members felt freer to contribute--especially outside their established areas of expertise.. Reaping those advantages, though, demanded shrewd management of a virtual team's work processes and social dynamics. Differences were most effectively hashed out in teleconferences, which team leaders also used to foster group identity and solidarity. **Subjects Covered:** Group dynamics; Organizational behavior; Teams; Virtual communities; Working with virtual teams
The Discipline of Teams: Jon R. Katzenbach, Douglas K. Smith Product #: R0507P Length: 9p	In this groundbreaking March 1993 article, authors Jon Katzenbach and Douglas Smith outline the discipline that defines a real team. The essence of a team is shared commitment. Without it, groups perform as individuals; with it, they become a powerful unit of collective performance. The best teams invest a tremendous amount of time shaping a purpose that they can own. They also translate their purpose into specific performance goals. The authors identify three kinds of teams: those that recommend things--task forces or project groups; those that make or do things--manufacturing, operations, or marketing groups; and those that run things--groups that oversee some significant functional activity. Managers who can foster team development in the right place at the right time prime their organizations for top performance. **Learning Objective:** To recognize the value that effective team-based work creates and the five characteristics that define high-performance teams.
Chapter 11: Communication	**Abstract**
Jensen Shoes: Lyndon Twitchell"s Story: Mary Gentile, Pamela J. Maus Product #: 395121 Length: 8p Teaching Note: 396017	Details the experiences of Jane Kravitz (Caucasian female), strategic product manager, and Lyndon Twitchell (African American male), a member of her staff at Jensen Shoes, a successful producer and marketer of casual, athletic, and children's footwear. They are assigned to new positions and to each other at the start of the story. Presents their very different points of view on their first couple of months working together. **Learning Objective:** Raises how stereotypes and self-fulfilling prophesies influence performance feedback. Can be taught in a variety of ways: with all students receiving both cases; half receiving one and half receiving the other; or a third of the class receiving both, one third receiving one, and one third receiving the other (as is appropriate). Should be used with Jensen Shoes: Jane Kravitz's Story (395120).
Intel in China: Kathleen E. Slaughter, Donna Everatt, Qian	Intel PRC was a division of Intel Corp., a U.S. $20 billion semiconductor manufacturer. A newly appointed division head makes

Xiaojun Product #: 99C007 Length: 11p Teaching Note: 899C07	a decision that an employee responds to emotionally, with a deep resentment, creating the potential for conflict within the department. The incident forces the manager to examine whether there are deeper organizational or communication problems he needs to consider. Cross-cultural issues come into play given that the manager, although originally from China, was educated and gathered extensive experience in the west and was thus considered an expatriate by his employees. The case examines the effect of organizational culture on an employee's behavior. **Subjects Covered:** Conflict; Cross cultural relations; Interpersonal relations; Management communication
Chrysler: Iacocca's Legacy: Nitin Nohria, Sandy E. Green Product #: 493017 Length: 19p Teaching Note: 496059	Describes the changes fashioned by Iacocca during his tenure as CEO of the Chrysler Corp. Pays particular attention to the rhetoric he employed in mobilizing change and the actions he took to implement change. **Subjects Covered:** Change management; Leadership; Management communication; Organizational change
Telling Tales: Stephen Denning Product #: R0405H Length: 7p	A carefully chosen story can help the leader of an organization translate an abstract concept into a meaningful mandate for employees. The key is to know which narrative strategies are right for what circumstances. Knowledge management expert Stephen Denning explains that, for optimal effect, form should follow function. If the aim is to motivate people to act when they might not be inclined to do so, it's best to take an approach that's light on detail--particulars can bog down listeners and prevent them from focusing on the message. Drawing on his experiences at the World Bank and observations made elsewhere, the author provides several dos and don'ts for organizational storytellers, along with examples of narratives that get results. **Subjects Covered:** Communication; Communication strategy; Creativity; Knowledge management; Leadership; Making presentations; Management communication; Motivation; Personal strategy & style
The People Who Make Organizations Go--or Stop: Rob Cross, Laurence Prusak Product #: R0206G Length: 8p	Managers invariably use their personal contacts when they need to, say, meet an impossible deadline or learn the truth about a new boss. It is entirely possible to develop and manage informal networks systematically, say management experts Cross and Prusak. Specifically, senior executives need to focus their attention on four key role-players in informal networks: central connectors, boundary spanners, information brokers, and peripheral specialists. The authors describe the four roles in detail, discuss the use of a well-established tool called social network analysis for determining who these role-players are in the network, and suggest ways that executives can transform ineffective informal networks into productive ones. **Subjects Covered:** Communication in organizations; Intellectual capital; Knowledge transfer; Networks; Organizational behavior; Organizational structure; Social enterprise; Virtual communities
Chapter 12: Leadership	**Abstract**
Albert Dunlap and Corporate Transformation (A): Ross Petty,	After restructuring Scott Paper with a 34% reduction in head count and successfully selling the company to Kimberly Clark, Al Dunlap is hired

Virginia Soybel, Phyllis Schlesinger, Sam Perkins, David Wylie, Al Anderson Product #: BAB032 Length: 17p Teaching Note: BAB532 B case#: BAB033	as CEO by Sunbeam. This case describes the management principles of this corporate turnaround expert and his actions at Sunbeam. **Subjects Covered:** Accounting standards; Business ethics; Corporate reorganization; Fraud; Legal aspects of business; Restructuring
Bill Gates and the Management of Microsoft: Philip M. Rosenzweig Product #: 392019 Length: 19p Teaching Note: 394028	In July 1991, Microsoft has achieved record growth and profitability in the PC software industry. The case focuses on Microsoft's founder and CEO, Bill Gates, and his top management team, as they seek to retain the innovation and spirit of a small company in a rapidly growing and changing environment. Specific issues include the management of organizational complexity, cultural change, CEO and COO interaction, compensation, and leadership. **Subjects Covered:** Business growth; CEO; Compensation; Leadership; Organizational change; Organizational culture; Organizational management
GE's Two-Decade Transformation: Jack Welch's Leadership: Christopher A. Bartlett Product #: 399150 Length: 24p Teaching Note: 300019	GE is faced with Welch's impending retirement and the question on many minds is whether anyone can sustain the blistering pace of change and growth characteristic of the Welch era. After briefly describing GE's heritage and Welch's transformation of the company's business portfolio of the 1980s, the case chronicles Welch's revitalization initiatives through the late 1980s and 1990s. It focuses on six of Welch's major change programs: The "Software" Initiatives, Globalization, Redefining Leadership, Stretch Objectives, Service Business Development, and Six Sigma Quality. **Learning Objective:** Can be used to develop multiple lessons, including corporate strategy development, transformational change, management and leadership, and corporate renewal.
Moments of Greatness: Entering the Fundamental State of Leadership: Robert E. Quinn Product #: R0507F Length: 9p	When we do our best work as leaders, we don't imitate others. Rather, we draw on our own values and capabilities. We enter what author Robert Quinn calls the fundamental state of leadership. This is a frame of mind we tend to adopt when facing a significant challenge: a promotion opportunity, the risk of professional failure, a serious illness, a divorce, the death of a loved one, or any other major life jolt. Crisis calls, and we rise to the occasion. We can make the shift at any time by asking ourselves--and honestly answering--four transformative questions. When we can answer these questions in the affirmative, we're prepared to lead in the truest sense. Over time, we create a high-performance culture--and one that can be sustained. **Learning Objective:** To understand how to shift into a leadership mode essential to high performance.
Managers and Leaders: Are They Different?: Abraham Zaleznik Product #: R0401G Length: 9p	Managers and leaders are two very different types of people. Managers' goals arise out of necessities rather than desires; they excel at defusing conflicts between individuals or departments, placating all sides while ensuring that an organization's day-to-day business gets done. Leaders, on the other hand, adopt personal, active attitudes toward goals. They look for the opportunities and rewards that lie around the corner, inspiring subordinates and firing up the creative process with their own energy. In this article, first published in 1977, the author argues that businesses need both

	managers and leaders to survive and succeed. Mentor relationships are crucial to the development of leadership personalities, but in large, bureaucratic organizations, such relationships are not encouraged. Businesses must find ways to train good managers and develop leaders at the same time. **Learning Objective:** To understand differences between managers and leaders along four dimensions and to learn how companies can better develop leaders.
Chapter 13: Power and Politics	**Abstract**
Jeanne Lewis at Staples, Inc. (A) (Abridged): Linda A. Hill, Jennifer M. Suesse Product #: 400065 Length: 14p B case#: 499042	Jeanne Lewis, after six years with Staples, Inc., is promoted to senior vice president of marketing. She is to work for fifteen months alongside her predecessor, a legacy in the organization, "learning the ropes" before he moves on. This case is set nine months after she begins working with the marketing department. At this time, Staples has just emerged from a period of prolonged litigation around an FTC antitrust suit challenging Staples' attempted merger with Office Depot. Post-merger, Lewis must determine how the marketing department can most effectively and efficiently help the company maintain its competitive edge in an increasingly competitive and complex market. Looks at the challenges a middle manager faces "taking charge" and managing change in a revitalization situation in which a more evolutionary approach is appropriate. **Learning Objective:** To illustrate the challenges of managing change in a revitalization (as opposed to turnaround) situation in which a more evolutionary approach is appropriate. To explore the challenges of managing change as a middle manager. To manage the network of relationships. To highlight the challenges of the "taking charge" process.
Heidi Roizen: Nicole Tempest, Kathleen L. McGinn Product #: 800228 Length: 19p Teaching Note: 801278	Heidi Roizen, a venture capitalist at SOFTBANK Venture Capital and a former entrepreneur, maintains an extensive personal and professional network. She leverages this network to benefit both herself and others. The case considers the steps she's taken to build and cultivate a network that is both broad and deep. **Learning Objective:** Provides students with an example of an effective social network; facilitates discussion of network types, content, costs, and benefits.
Andy Chew at Siemens Nixdorf: Change from the Middle: Rosabeth Moss Kanter, John F. McGuire Product #: 396204 Length: 12p	Andy Chew, a British manager reassigned to Germany by a large German computer company, is in the middle of carrying out a project as a designated "change agent" in a program to reshape the culture toward one that is more entrepreneurial for success as a nimble global competitor. He is still uncertain of his support. **Subjects Covered:** Change management; Entrepreneurship; Innovation; Organizational behavior; Power and influence
Tipping Point Leadership: W. Chan Kim, Renee A. Mauborgne Product #: R0304D Length: 9p	When William Bratton was appointed police commissioner of New York City in 1994, turf wars over jurisdiction and funding were rife, promotion bore little relationship to performance, and crime was out of control. Yet in less than two years, and without an increase in his budget, Bratton turned New York into the safest large city in the nation. Bratton's turnarounds demonstrate what the authors call

	"tipping point leadership." The theory of tipping points, which has its roots in epidemiology, hinges on the insight that in any organization, fundamental changes can occur quickly when the beliefs and energies of a critical mass of people create an epidemic movement toward an idea. **Learning Objective:** To understand the four leadership practices that a New York City police chief used to reduce crime in the city.
Power Is the Great Motivator: David C. McClelland, David H. Burnham Product #: R0301J Length: 9p	Nowadays, with organizations growing ever flatter and responsibility being pushed further down the ranks, admitting to a desire for power is a little out of fashion. But as the research in this 1976 classic HBR article shows, power is essential to good management. In fact, when it comes to managing big companies, the desire for power--that is, a manager's desire to have an impact, to be strong and influential--is more important than the need to get things done or the wish to be liked. The need to achieve, while important in small companies, actually becomes counterproductive in large, complex organizations, leading managers to try to do things themselves rather than spread tasks among many people. As the many examples show, top executives can learn to tell who the good managers are likely to be and to train existing ones to be more effective. McKinsey Award Winner. **Learning Objective:** Be introduced to three types of managers distinguished by what motivates each, and discover that "institutional managers"--who relish using their power to benefit their organization--are the most effective.

Chapter 14: Conflict and Negotiation	**Abstract**
Basil "Buzz" Hargrove and de Havilland, Inc.: Angela Keros, Kathleen L. McGinn Product #: 899138 Length: 7p Teaching Note: 801277 B case#: 899176	Buzz Hargrove, national president of the Canadian Auto Workers, needs to find a way to secure an agreement from a negotiated contract with de Havilland, Inc. Local union leaders feel the deal is not good enough, but Hargrove is convinced management will close the plant down otherwise. **Learning Objective:** Multi-level negotiations, dealing with "holes" in one's power base, and using media to create voice and power.
The Chattanooga Ice Cream Division: Carl S. Sloane Product #: 498001 Length: 11p	Senior functional officers (marketing, manufacturing, research & development, control, and human resources) clash over alternative ideas for turning around a business in decline. The general manager is faced not only with choosing between competing ideas, but also managing conflict and determining whether his consensus-oriented style is appropriate to the needs of the situation. **Learning Objective:** To introduce students to issues and dilemmas of leadership of teams, especially cross-functional teams operating under pressure for results.
USA TODAY: Pursuing the Network Strategy (A): Michael L. Tushman, Michael J. Roberts, David Kiron Product #: 402010	Describes the evolution of USA TODAY Online, the electronic version of the newspaper, within the organizational structure of the newspaper. Describes the tensions and issues that develop and the pressure from the Online division to be spun off. At the same time, CEO Tom Curley sees a greater strategic need for integration. Poses

Length: 18p Teaching Note: 802229	the question of what degree/type of strategic integration is required, what degree of organizational integration this implies, and how it can be achieved. **Learning Objective:** Exposes students to difficult issues surrounding integration when two organizational units are so different and explores the ambidextrous organization.
Want Collaboration? Accept--and Actively Manage--Conflict: Jeff Weiss, Jonathan Hughes Product #: R0503F Length: 10p	Companies try all kinds of ways to improve collaboration among different parts of the organization: cross-unit incentive systems, organizational restructuring, teamwork training. The problem? Most companies focus on the symptoms ("Sales and delivery do not work together as closely as they should") rather than on the root cause of failures in cooperation: conflict. The fact is, you can't improve collaboration until you've addressed the issue of conflict. The authors offer six strategies for effectively managing conflict. The first three strategies focus on the point of conflict; the second three focus on escalation of conflict up the management chain. **Subjects Covered:** Communication in organizations; Conflict; Constructive conflict; Group dynamics; Management communication; Organizational culture; Teams
Six Habits of Merely Effective Negotiators: James K. Sebenius Product #: R0104E Length: 9p	Most executives know the basics of negotiation; some are spectacularly adept. Yet even experienced negotiators routinely leave money on the table, end up in deadlock, damage relationships, or allow conflicts to spiral. Far from being exercises in manipulation, understanding your counterpart's interests and shaping the decision so that the other side agrees to a proposal for its own reasons are the keys to jointly creating and claiming sustainable value from a negotiation. In this article, James Sebenius compares good negotiating practice with bad, providing examples from the business world and insights from 50 years of research and analysis on negotiation. **Learning Objective:** To identify and avoid six common mistakes that can hamper business negotiations and damage working relationships among bargainers.
THE ORGANZATION SYSTEM	
Chapter 15: Foundations of Organization Structure	**Abstract**
Polycom, Inc.: Visualizing Culture: Clayton M. Christensen Product #: 601073 Length: 16p	Polycom is a rapidly growing maker of video conferencing and teleconferencing equipment. Management is attempting to use "natural work groups" as an organizing mechanism, and to build into the culture implicit rules that will cause desired behaviors to be self-policing. **Learning Objective:** To explore organizational forms that might robustly handle continued growth.
Novartis Pharma: The Business Unit Model: Srikant M. Datar, Carin-Isabel Knoop, Cate Reavis Product #: 101030 Length: 20p	In June 2000, Novartis reorganized its pharmaceutical business to form global business units in oncology, transplantation, ophthalmology, and mature products. The remaining products (primary care products) were managed as before within global functions (R&D, marketing, etc.) The new organization created a matrix structure and new roles for heads of business functions, CEOs of new business units, and country managers. **Learning Objective:** To explore the reasons for Novartis's reorganizing

	into the new matrix structure, the tensions and challenges the new structure creates, and the culture and accountability needed to make the new structure work.

Crunch: Paul W. Marshall, Jeremy B. Dann Product #: 899233 Length: 23p Teaching Note: 800146	Entrepreneur Doug Levine runs a fitness company with an incredibly powerful brand. His company leverages the brand to expand, both in terms of facilities and lines of business. But he may need to make significant organizational changes in order to continue the growth. **Learning Objective:** To illustrate the steps necessary to transition from an entrepreneurial, small company to a professionally managed, medium-sized one.
The Ambidextrous Organization: Michael L. Tushman, Charles A. O'Reilly Product #: R0404D Length: 8p	Corporate executives must constantly look backward, attending to the products and processes of the past, while also gazing forward, preparing for the innovations that will define the future. This mental balancing act is one of the toughest of all managerial challenges, and it's no surprise that few companies do it well. But as every businessperson knows, there are companies that do. What's their secret? These organizations separate their new, exploratory units from their traditional, exploitative ones, allowing them to have different processes, structures, and cultures; at the same time, they maintain tight links across units at the senior executive level. Of utmost importance to the ambidextrous organization are ambidextrous managers--executives with the ability to understand and be sensitive to the needs of very different kinds of businesses. **Learning Objective:** To discover how managers can create distinct units focused on innovation while also integrating them at the senior executive level to ensure their success.
Do You Have a Well-Designed Organization?: Michael Goold, Andrew Campbell Product #: R0203K Length: 7p	For most companies, organization design is neither a science nor an art; it's an oxymoron. Organizational structures evolve in fits and starts, shaped more by politics than by policies. Although most executives can sense when their organization designs are not working well, few take meaningful action, partly because they lack a practical framework to guide them. The authors of this article provide just such a framework; they present nine tests that can be used either to evaluate an existing organization design or create a new one. Organizational decisions are inevitably complex, and tweaking one part of the design may produce unanticipated consequences elsewhere. **Subjects Covered:** Business units; Corporate reorganization; Management controls; Matrix organization; Organizational design; Organizational structure

Chapter 16: Organizational Culture	**Abstract**
Jet Blue Airways: Starting from Scratch: Jody Hoffer Gittell, Charles A. O'Reilly Product #: 801354 Length: 20p Teaching Note: 801386	JetBlue Airways shows how an entrepreneurial venture can use human resource management, specifically a values-centered approach to managing people, as a source of competitive advantage. The major challenge faced by Ann Rhoades is to grow this people-centered organization at a rapid rate, while retaining high standards for employee selection and a small company culture.

	Learning Objective: To consider the role of human resource management, leadership, and values in a start-up venture, and to address the tension between a strong organizational culture and rapid growth.
The SAS Institute: A Different Approach to Incentives and People-Management Practices in the Software Industry: Jeffrey Pfeffer Product #: HR6 Length: 17p	The SAS Institute is a large, growing software company headquartered in the Research Triangle in North Carolina. Founded more than 25 years ago, it has evolved a unique approach, given its industry, to developing and retaining talent including using no stock options or phantom stock and not paying its salespeople on commission. The CEO and Vice President of Human Resources must decide how well their current management practices will continue to serve them as the company gains greater visibility and faces an increasingly competitive labor market. **Subjects Covered:** Applications; Compensation; Human resource management; Incentives; Management philosophy; Organizational behavior; Organizational culture
Oil and Wasser (HBR Case Study): Byron Reimus Product #: R0405X Length: 5p	It was supposed to be an amicable "merger of equals," an example of European togetherness, a synergistic deal that would create the world's second-largest consumer foods company out of two former competitors. But the marriage of entrepreneurial powerhouse Royal Biscuit and the conservative, family-owned Edeling GmbH is beginning to look overly ambitious. But for Royal Biscuit HR head Michael Brighton, the most immediate problem is that he can't get his German counterpart, Dieter Wallach, to collaborate on a workable leadership development plan for the merged company's executives. And stockholders have been promised details of the new organizational structure, including a precise timetable, in less than a month. The CEO of the British company--and of the postmerger Royal Edeling--is furious. It's partly a culture clash, but the problems may run deeper than that. Commentators weigh in. **Learning Objective:** This case presents a dilemma facing an English firm and a German company seeking a supposed "merger of equals": how to resolve cross-cultural tensions threatening the deal. The reader considers strategies such as developing a new vision and strategic goals that rise above national differences, and cultivating personal relationships with the "other" to eliminate stereotypes. The reader also explores ideas for mitigating the forces leading to an "us vs. them" mind-set and addressing key operational challenges beyond cross-cultural difficulties.
Cultural Intelligence: P. Christopher Earley, Elaine Mosakowski Product #: R0410J Length: 8p	Cultural intelligence, or CQ, is the ability to make sense of unfamiliar contexts and then blend in. It has three components--cognitive, physical, and emotional/motivational. Although it shares many of the properties of emotional intelligence, CQ goes one step further by equipping a person to distinguish behaviors produced by the culture in question from behaviors that are peculiar to particular individuals and those found in all human beings. In their surveys of 2,000 managers in 60 countries, the authors found that most managers are not equally strong in all three of these areas of CQ. The authors have devised tools that show how to identify one's strengths and developed training techniques to help people overcome weaknesses. **Subjects Covered:** Cross cultural relations; Employee development;

	Human resource management; Organizational culture
What Holds the Modern Company Together?: Rob Goffee, Gareth Jones Product #: 96605 Length: 16p	The organizational world is awash with talk of corporate culture--and for good reason. Culture has become a powerful way to hold a company together against the recent tidal wave of pressures for disintegration, such as decentralization and downsizing. But what is culture? Perhaps more important, is there one right culture for every organization? And if the answer is no, how can a manager change an organization's culture? Addressing those three questions, Rob Goffee and Gareth Jones begin the article with the assertion that culture is community. Moreover, they contend, because business communities are no different from communities outside the commercial arena--such as families, schools, clubs, and villages--they can (and should) be viewed through the lens of sociology. **Learning Objective:** To identify the characteristics of a corporate culture, gain familiarity with four types of cultures, and learn how to align a company's culture with its business environment.
Chapter 17: Human Resource Policies and Practices	**Abstract**
AvantGo: Alan MacCormack, Kerry Herman Product #: 601095 Length: 19p	Richard Owen, CEO of AvantGo, is preparing for a meeting in which he will set the human resource policy for the firm going forward. It has been three months since the company's IPO, and given the tremendous cramp in hiring over the six months prior to the IPO, he knows that this meeting will set the expectations for the many annual evaluations that will follow. Uppermost in his mind is the decision over whether to implement a "forced-curve" grading scheme, and the implications of this decision on staff perceptions and notification. **Learning Objective:** To illustrate the challenges of a rapidly growing new technology venture, specifically with regard to the hiring, retention, and firing of new employees. Also examines the process of building a senior management team, including the decision of when to replace a CEO, how to do it, and with whom.
The SAS Institute: A Different Approach to Incentives and People-Management Practices in the Software Industry: Jeffrey Pfeffer Product #: HR6 Length: 17p	The SAS Institute is a large, growing software company headquartered in the Research Triangle in North Carolina. Founded more than 25 years ago, it has evolved a unique approach, given its industry, to developing and retaining talent including using no stock options or phantom stock and not paying its salespeople on commission. The CEO and Vice President of Human Resources must decide how well their current management practices will continue to serve them as the company gains greater visibility and faces an increasingly competitive labor market. **Subjects Covered:** Applications; Compensation; Human resource management; Incentives; Management philosophy; Organizational behavior; Organizational culture
Lotus Development Corporation: Spousal Equivalents (A): Mary Gentile, Sarah B. Gant Product #: 394197 Length: 18p Teaching Note: 396020	A group of Lotus employees propose extending all health care and other benefits to the spousal equivalents of lesbian and gay employees. The vice president of human resources considers the proposal during a reorganization and period of financial uncertainty. **Learning Objective:** Provides an opportunity to discuss the limits and competitive implications of a business's appropriate role in responding to diverse employee needs.

B case#: 394201	
"A Players" or "A Positions"? The Strategic Logic of Workforce Management: Mark A. Huselid, Richard W. Beatty, Brian E. Becker Product #: R0512G Length: 9p	Companies simply can't afford to have "A players" in all positions. Rather, businesses need to adopt a portfolio approach to workforce management, systematically identifying their strategically important A positions, supporting B positions and surplus C positions, then focusing disproportionate resources on making sure A players hold A positions. This is not as obvious as it may seem, because the three types of positions do not reflect corporate hierarchy, pay scales, or the level of difficulty in filling them. A positions are those that directly further company strategy and, less obviously, exhibit wide variation in the quality of the work done by the people who occupy them. Why variability? Because raising the average performance of individuals in these critical roles will pay huge dividends in corporate value. If a company like Nordstrom, for example, whose strategy depends on personalized service, were to improve the performance of its frontline sales associates, it could reap huge revenue benefits. **Learning Objective:** To learn how to identify the jobs in a company that enable the organization to execute its strategy, how to establish performance criteria for those positions and evaluate employees against the criteria, and how to develop the skills of employees in these mission-critical roles.
Fear of Feedback: Jay M. Jackman, Myra H. Strober Product #: R0304H Length: 6p	Nobody likes performance reviews. Subordinates are terrified they'll hear nothing but criticism. Bosses, for their part, think their direct reports will respond to even the mildest criticism with stonewalling, anger, or tears. The result? Everyone keeps quiet and says as little as possible. That's unfortunate, because most people need help figuring out how they can improve their performance and advance their careers. But there's hope, say the authors. Those who learn adaptive techniques can free themselves from these destructive responses. They'll be able to deal with feedback better if they acknowledge negative emotions, reframe fear and criticism constructively, develop realistic goals, create support systems, and reward themselves for achievements along the way. **Subjects Covered:** Employee development; Human resource management; Interpersonal skills; Management skills; Management styles; Morale; Performance appraisals; Psychology
Chapter 18: Organizational Change and Stress Management	**Abstract**
Corning--1983-96: Transition at the Top: Michael J. Roberts, Michael L. Tushman Product #: 401034 Length: 30p Follow-up case#: 401035	Focuses on Jamie Houghton's efforts to revitalize Corning from 1983-96, including the development of a very strong set of values and culture. The issue centers around Roger Ackerman's rise to president then chairman/CEO, and his drive to both change the business strategically/financially and develop a new culture to support this change. **Learning Objective:** Demonstrates importance of fit among senior team, culture, strategy, and organization, and how change in one requires change in others. Gets students to think through details of implementing culture change.
Andy Chew at Siemens Nixdorf: Change from the Middle:	Andy Chew, a British manager reassigned to Germany by a large German computer company, is in the middle of carrying out a project

Rosabeth Moss Kanter, John F. McGuire Product #: 396204 Length: 12p	as a designated "change agent" in a program to reshape the culture toward one that is more entrepreneurial for success as a nimble global competitor. He is still uncertain of his support. **Subjects Covered:** Change management; Entrepreneurship; Innovation; Organizational behavior; Power and influence
The AOL Time Warner, Inc.: Stephen P. Bradley, Erin E. Sullivan Product #: 702421 Length: 21p	AOL Time Warner provides the opportunity to analyze the new model for capturing value in the emerging competitive landscape. It is one of the first major acquisitions in which a new Internet company acquires a major industry incumbent. This merger introduces new questions surrounding open access (cable) and how federal regulations help shape the new economy's competitive landscape. **Learning Objective:** To evaluate the synergies for the AOL Time Warner merger.
Home Depot's Blueprint for Culture Change: Ram Charan Product #: R0604C Length: 11p	What could be harder than turning around a seemingly wildly successful company by imposing a centralized framework on a heretofore radically decentralized, antiestablishment, free-spirited organization? That was the challenge GE alumnus Robert Nardelli faced when he abruptly succeeded Home Depot's popular founders, Bernie Marcus and Arthur Blank, as the top executive in December 2000. But despite its glossy high-growth exterior, Home Depot was standing on shaky financial footings. The story of the vision, strategy, and leadership skills Nardelli used to move Home Depot to the next level has been told. But vision, strategy, and leadership alone--while necessary--are not enough. In this article, Charan lays out the panoply of tools that, wielded in a coordinated and systematic fashion, enabled Home Depot to get a grip on its freewheeling culture so that the company could reap--and sustain--the advantages inherent in its size. **Learning Objective:** To see how Home Depot's CEO used a disciplined approach--including establishing new performance metrics and centralizing certain functions--to renovate the company's freewheeling culture and execute a new strategy.
The Hard Side of Change Management: Harold L. Sirkin, Perry Keenan, Alan Jackson Product #: R0510G Length: 10p	Everyone agrees that managing change is tough, but few can agree on how to do it. Most experts are obsessed with "soft" issues, such as culture and motivation but, say the authors, focusing on these issues alone won't bring about change. Companies also need to consider the hard factors--like the time it takes to complete a change initiative, the number of people required to execute it, and so forth. When the authors studied change initiatives at 225 companies, they found a consistent correlation between the outcomes of change programs (success vs. failure) and four hard factors, which they called DICE: project duration, particularly the time between project reviews; integrity of performance, or the capabilities of project teams; the level of commitment of senior executives and staff; and the additional effort required of employees directly affected by the change. Companies can use DICE assessments to force conversations about projects, to gauge whether projects are on track or in trouble, and to manage project portfolios. **Learning Objective:** To discover key elements of a successful change initiative: frequent milestone reviews, project team skill, visible support from management, and manageable workloads for employees who must adopt new processes.

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